



City of Terre Haute

Request for Information Regarding the Operation & Maintenance of Golf Courses

Dated: January 14, 2016

Responses Due by 5:00 p.m. EST on February 11, 2016



CITY OF
TERRE HAUTE
MAYOR'S OFFICE

January 14, 2016

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Dear Potential Partner:

DUKE A BENNETT
Mayor

The City of Terre Haute (the "City") is pleased to provide the following Request for Information ("RFI") regarding the Operations & Maintenance of the Parks and Recreation Board's two golf courses.

Through this RFI process, the City is seeking feedback from highly qualified contractors and potential partners regarding ways the Board might improve golf course operations, enhance customer satisfaction, control costs, mitigate future rate increases, protect the environment, preserve infrastructure assets, and provide opportunities for advancement for the incumbent staff.

This process will involve the participation of numerous stakeholders including the City, the Parks and Recreation Board, the City Council, the golf course operations team, employees, golf course customers, and other local partners.

We look forward to reviewing the innovative ideas and strategies contained in your responses.

Sincerely,

Duke Bennett
Mayor
Terre Haute, Indiana

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1 Overview

1.1 Scope

The City of Terre Haute (the "City") is using this Request for Information ("RFI") to solicit feedback from golf course management experts regarding ways the Parks and Recreation Board (the "Board") might improve its golf course operations. The City is also interested in identifying highly qualified partners and contractors that may be interested in providing operations and maintenance ("O&M") services for the Board's two golf courses.

While no decisions have been made with respect to the future operation and maintenance of the Board's courses, the City is prepared to examine a wide range of strategies and options. The City intends to conduct an open and transparent process that will allow it and interested stakeholders to examine all available options for the future. This process will enable the City to determine the most beneficial options available to Terre Haute and its residents.

1.2 Terre Haute and Golf Course Background

Terre Haute is the 10th largest city in Indiana with a population of about 60,785. The greater metropolitan area has a population of about 170,000. The City has a Mayor and Council form of government. It is home to leading academic institutions, including Indiana State University and Rose-Hulman Institute of Technology. The City is also home to Hulman & Company (Clabber Girl), Union Hospital, Vigo County School Corporation, Terre Haute Regional Hospital, Bemis, and the United States Federal Correctional Complex.

The Board operates two municipal golf courses through its Parks and Recreation Department for Terre Haute. The first, **Rea Park**, is located at 3500 South 7th Street in Terre Haute. It is an 18-hole par 72 course that plays 6482 yards from the back tee boxes. The course rating is 69.8 and it has a slope rating of 113. Rea Park opened for play in 1920. The course sells yearly passes/memberships, some of which offer benefits at the Board's other course. The daily 18-hole adult rate is \$19 for walking and \$35 for riding. In 2014, approximately 25,000 rounds were played at Rea Park and the course generated \$435,899 in total revenue. The land for the course was donated to Terre Haute by William S. Rea and, due to the nature of the bequest, potential complications could arise if the site were to be sold, transferred or closed.

The second course is the **Hulman Links Golf Course**, located at 990 North Chamberlain Street in Terre Haute. Opened for play in 1978, Hulman Links is an 18-hole par 72 course that plays 7225 yards from the back tee boxes. The course rating is 74.9 and it has a slope rating of 144. Hulman Links has been recognized numerous times, most recently being named the 2009 Indiana Municipal Golf Course of the Year. In 2006, Hulman Links was voted the 6th toughest public golf course in Indiana. The course sells yearly passes/memberships, some of which offer benefits at the Board's other course. The daily (Monday – Thursday) 18 hole adult rate is \$21 for walking and \$37 riding. The weekend (Friday – Sunday) 18-hole adult rate is \$25 for walking and \$39 riding. In 2014, approximately 20,000 rounds were played at Hulman Links and the course generated \$413,523 in total revenue. The course also features a restaurant, lounge, banquet facility and pro shop. The land for the course was donated to Terre Haute by the late Tony Hulman and, due to the nature of the bequest, potential complications could arise if the site were to be sold, transferred or closed.

1.3 Objectives

The City seeks to gather information on how to achieve several key goals that include:

- Improving golf course customer satisfaction;
- Enhancing overall financial performance;
- Introducing golf course industry best practices;
- Ensuring that the golf course assets (both existing and new) are properly maintained;
- Mitigating future rate increases;
- Treating the golf course employees fairly and enhancing their career opportunities; and
- Supporting other local initiatives.

1.4 Reserved Rights and Options

The City reserves and holds, at its sole discretion, the right to:

- Terminate consideration or evaluation of any RFI at any time, for any reason;
- Suspend, discontinue and/or terminate the RFI process for any reason;
- Request and/or receive additional information regarding any response;
- Conduct research with respect to the qualifications and experience of each respondent;
- Evaluate alternative operational and financial models; and
- To take any other action affecting the RFI process that is in the best interest of the City.

Interested contractors acknowledge that they may not recover any costs that they may incur in preparing a response and that they are without recourse against the City, its officials, employees, advisors, or representatives in responding to this RFI.

1.5 Accuracy of the RFI and Related Documents

The City assumes no responsibility for the completeness or the accuracy of specific technical and background information presented in this RFI or otherwise distributed or made available during this RFI process.

No person has been authorized by the City to give any information other than the information contained in this RFI and, if given, such other information should not be relied upon as having been authorized by the City.

2 RFI Process

2.1 Contractor Registration

Upon receipt of this RFI, all contractors considering submission of a response and that wish to be included in all interim communications concerning this RFI process must become a Registered Contractor by submitting the name, title, company, address, phone number, and e-mail address of a single point of contact for the contractor to Nick Weber at Nick.Weber@FaegreBD.com.

2.2 Inquiries and Communication Restrictions

The City understands that contractors may have questions regarding the RFI and this process. At this time, however, the City will only address procedural questions related to the RFI process. Any procedural questions must be in written form and received via e-mail before 5:00 p.m. EST on or before January 25, 2016 by Nick Weber at Nick.Weber@FaegreBD.com.

All e-mailed procedural questions should contain the phrase "City of Terre Haute – Golf Courses – Request for Information" in the subject line. All procedural questions received and corresponding answers will be distributed to all Registered Contractors after January 25, 2016 and prior to the deadline for submitting Responses. Procedural questions and answers shall become part of the RFI process. To the extent that the City decides to move forward after the RFI process, it will establish a process and timeline for responding to substantive due diligence questions.

Neither contractors nor their representatives should communicate about this RFI or the RFI process with City officials or golf course employees, unless contacted by the City or its advisors to discuss a particular matter.

2.3 Due Diligence Site Visits

The City will not be scheduling due diligence site visits at this time.

2.4 Other Discussions

The City and its advisors may have discussions with contractors for the purpose of clarification to ensure full understanding of and responsiveness to the RFI.

2.5 Schedule

The tentative schedule for the major activities included in the overall RFI process is shown below. The contractors should anticipate that these dates may be amended from time to time as needed.

RFI Release	January 14, 2016
Procedural Questions Due	January 25, 2016
Responses Due	February 11, 2016

2.6 Submitting Responses

Ten (10) paper copies and one electronic copy (on an unencrypted disk or thumb drive) of the complete response should be delivered to the following address no later than 5:00 p.m. EST on February 11, 2016:

Nick Weber
FaegreBD Consulting
300 North Meridian St.
Suite 2700
Indianapolis, Indiana 46204

Sealed envelopes must be clearly marked "Sealed Response to Request for Information – City of Terre Haute – Golf Courses".

No late responses will be accepted and responses received after the deadline or at a location other than that stated above will not be considered.

2.7 Confidential Information

All responses and related materials are the property of the City and will not be returned. At the conclusion of the procurement process, the City may dispose of any and all materials received from contractors in whatever manner it deems appropriate. In no event will the City assume liability for any loss, damage or injury that may result from any disclosure or use of proprietary information. Contractors should be aware that records of the City are subject to the provisions of the Indiana Access to Public Records Act at §§5-14-3-1 et seq.

By submitting a response, each contractor acknowledges and agrees that any ideas, intellectual property, improvements or other suggestions to improve the golf courses offered by any contractor will not be confidential nor subject to any restrictions on use by the City or any other contractor.

2.8 Review Committee

The City may establish a Review Committee to evaluate the responses. The City will then determine the appropriate next steps, if any, for the process.

3 Response Format Requirements

The subsections that follow provide an overview of the response format. Contractors are encouraged to be concise and to respond directly to the RFI.

Responses should not exceed twenty (20) pages in length including appendices. Tabs used to separate sections as well as the table of contents will not count against the page limit. Pages should be numbered consecutively from 1 through 20.

Responses should be in an 8 ½" x 11" format with standard text no smaller than 11 point. The margins on each page should not be less than 1 inch and the line spacing should not be less than 1.1, excluding charts and graphics. Pre-produced collateral need not be reformatted but will be included in the 20-page limit.

The ten (10) paper copies of the response should be three-hole punched and placed in separate binders. Responses should be organized and outlined in the format described below, including major section titles.

3.1 Letter of Transmittal

The letter of transmittal should include the contractor's name and contact person for the contractor's response (with name, address, telephone number, and e-mail address).

3.2 Table of Contents

Indicate significant elements of the response by subject and page number. If the response contains appendices, include a listing of the items included.

3.3 Executive Summary

Provide an executive summary of the key elements of the response, focusing on the City's objectives.

3.4 Contractor Qualifications

Describe both the contractor's general and most relevant qualifications related to golf course operations and management.

3.5 Case Studies

Provide at least two (2) and no more than six (6) case studies specifically describing the contractor's work with cities and/or golf courses in situations similar in size and complexity to Terre Haute. In each case, provide data and information that is relevant to the City's objectives. The goal is to demonstrate the contractor's qualifications related to golf course operations, customer service, improvements in financial management, employee management, capital improvements management, and other golf course related issues. Case studies based in the United States are strongly preferred but are not required. For each case study, please also provide:

- Name and title of primary client contact at the course described in the case study
- Mailing address
- Phone number
- E-Mail address
- Year services began

3.6 Specific Questions

Provide a short response to each of the following questions.

1. What is the preferred transaction structure for golf course operations and maintenance projects like the ones described herein (e.g., type of transaction, term of agreement, and other key features)?
2. What are the primary barriers to implementing these types of opportunities and how are they typically and successfully addressed?
3. What are the primary benefits from implementing these types of opportunities and how/why is a private or non-profit partner able to achieve those results?
4. With the City's objectives in mind, what are the key features the City should consider in any future solicitation related to the operations and maintenance of the Board's golf courses?

5. How are capital improvement projects typically handled for publicly owned courses (e.g., funding, procurement process, oversight, other)?
6. What other factors should the City consider in determining whether and how to move forward with some potential future transaction?